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Second country cooperation framework for the Gambia (2002-2006)

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Introduction

1. The second country cooperation framework (CCF) for the Gambia, which covers the period 2002-2006, represents the UNDP response towards the attainment of the Gambia's development objectives, as spelled out in various long- and medium-term development strategies and policies, such as Vision 2020, The Gambia's Strategy for Poverty Alleviation (SPA II), also called the Poverty Reduction Strategy Paper (PRSP), and other national and sectoral strategies and policies. In addition, the second CCF is in line with the recently completed United Nations Development Assistance Framework (UNDAF), whose main objective is to achieve greater impact of United Nations system cooperation on the development and well being of Gambians, through improved focus and results orientation.

2. The second CCF also draws from and builds on past UNDP assistance, including the recommendations of the mid-term review of the first CCF, which was completed in December 2000. It also seeks to group specific activities such as policy and capacity development in well-defined clusters. It is the basis upon which UNDP will promote upstream dialogue and cooperation towards widening development choices for sustainable and equitable growth.

3. The second CCF was prepared by a UNDP/Government team with extensive consultation with stakeholders. Its contents were endorsed at a Local Programme Advisory Committee meeting, which was attended by various stakeholders, including government representatives, the United Nations system and private sector organizations.

I. Development situation from a sustainable human development perspective

A. Background

4. The Gambia is one of the poorest countries in the world, with many of the social indicators similar to the average for sub-Saharan Africa. The *Human Development Report 2000* ranks the Gambia at 161 out of 175 countries studied, with a human development index of 0.396. Per capita income, estimated at $320 per annum, is below the average for sub-Saharan Africa. With a population of approximately 1.4 million, growing at an annual rate of 4.2 per cent and with an average density of 124 persons per square kilometre, the Gambia faces the daunting task of meeting the needs of its future generations, particularly given its very limited natural resources base. According to the 1998 Household Poverty Survey, 37 per cent of Gambian households and 51 per cent of the population are poor. In the area of education, literacy levels stand at 25 per cent, while life expectancy is 55 years.

B. Socio-economic developments

5. During the first two decades following Independence from the United Kingdom (1965-1978), the Gambia enjoyed a relatively stable macroeconomic environment, which allowed it to make substantial economic and social progress. Per capita income grew at more than 4.7 per cent per annum, inflation was low and the deficit/gross domestic product (GDP) ratio (including grants) never exceeded 3 per cent. This reasonably favourable growth record was interrupted around the mid-1980s by a number of factors, including dwindling groundnut output, adverse terms of trade and a high level of domestic borrowing for financing budget deficits. Thus, in mid 1985, the Gambia launched the Economic Recovery Programme (ERP), in collaboration with the Bretton Woods institutions. The basic aim of the ERP was to transform the economy into a market-oriented one. The key elements of the programme included elimination of price and exchange controls, a conservative monetary policy, fiscal discipline and divestiture of public

enterprises. These policies paid off. The average annual inflation rate was reduced from 46 per cent in 1986/1987 to 6 per cent at the end 1993, gross official reserves increased to about 5 months of import cover and external payment arrears were eliminated. Progress was also achieved in the areas of administrative and civil service reforms. It was precisely this success that culminated in the introduction of the successor programme of the ERP, the Programme for Sustained Development, which focused on consolidating the gains of the adjustment process and achieving a long-term expansion of the productive capacity of the economy.

6. The Gambia has made substantial progress in implementing economic reforms. During the past three years, inflation remained low at about 2.0 per cent, and the overall fiscal deficit (excluding grants) was reduced to 4¼ per cent of GDP from 7.8 per cent in 1997. Real GDP has grown by an average of 4.8 per cent per annum between 1996 and 2000. As at end December 2000, gross official reserves stood at about five months of import cover equivalent, despite some adverse developments in the tourism and re-exports subsectors. However, public debt poses a major problem for the country, with total debt stock increasing from $390 million at the end of 1992 to $566 million at the end of 1999. External debt constitutes 75 per cent of the total while domestic debt servicing takes up about 20 per cent of recurrent expenditures (3.5 per cent of GDP). Following a debt sustainability analysis undertaken in mid-2000, the International Monetary Fund and World Bank supported the Gambia's eligibility to 27 per cent debt relief, which is equivalent to $67 million, under Highly-Indebted Poor Countries initiative.

7. Some remarkable improvements also have been registered in the areas of health and education. The infant mortality rate, for example, is estimated to have declined from 167 per 1,000 live births in 1983 to 64 per 1,000 live births in 1998, while the respective figures for the under-five mortality rate were 260 and 82 per 1,000 live births in the same time period. At the same time, literacy for the population aged 10 years and older has risen from 26 per cent in 1985 to 37 per cent in 1998. The gross enrolment ratio, for both sexes, has increased from 59 per cent in 1991/1992 to 71.7 per cent in 1998/1999.

C. Political developments

8. For nearly three decades after Independence, the Gambia enjoyed democracy, with a multi-party political system. Parliamentary and presidential elections were held every five years. Following the military take over in July 1994, a two-year transition programme was launched, which included a constitutional reform process. A new Republican era was ushered in on 2 January 1997, following presidential and parliamentary elections that were conducted within the framework of a Constitution adopted through a referendum in August 1996. Under the new dispensation, the basic structures needed to uphold democracy, such as a National Assembly, the Judiciary, the Independent Electoral Commission, the Office of the Ombudsman, etc., were put in place. However, a number of challenges remain. For example, a number of Decrees passed during the transition period have yet to be revoked after the adoption of the 1996 Constitution.

9. On the institutional front, there has been a high rate of attrition in the public sector, owing largely to dismissals, which have not only weakened the public service, but have also brought in a high degree of insecurity, poor service delivery and weak capacity for policy formulation and successful implementation of development programmes. In order to translate the Constitutional Provisions into reality, a governance policy framework was put in place, and its broad-based objectives are being pursued through six strategic and interrelated components, which are outlined in chapter III, section A.

D. Prospects for sustainable human development

10. The basic social indicators in the Gambia clearly demonstrate the pervasiveness of poverty in the country. Analysis of the 1998 Household Poverty Survey results show an increase in poverty by 31 per cent from 1993 to 1998. Because of the problems presently being faced by the groundnut industry, a major group of the population, the cash crop/groundnut farmers have fallen below the overall poverty line over recent years. This is significant, since they are known

to sustain large households and therefore large communities. Owing to gender inequalities, women still bear the brunt of poverty in the Gambia. Attitudes and traditional practices continue to pose a challenge to poverty reduction, as shown by the fact that the majority of extremely poor households are polygamous households, with a high percentage of illiterate women. The Gambia has a young population, which is unskilled and unemployed. This perpetuates a rural-urban drift that is leading to an increasing problem of urban poverty. Lack of adequate infrastructure, storage facilities and marketing outlets remain a constraint on investments in the industrial sector.

11. Despite the various efforts that have been made to address the poverty issue, much remains to be done. Firstly and foremost is the need to accelerate growth on a sustainable basis. Given a 4.2 per cent annual population growth rate, the Gambia needs to grow faster than the average annual rate of 5 per cent now being registered to at least 7 per cent and higher, in order to make a dent into the prevailing poverty levels. While the macroeconomic framework is in place, there is need to design and implement sectoral strategies, policies and programmes that will take advantage of the stable macroeconomic environment to stimulate growth in output. The diversification of the agricultural sector, away from the single cash crop (groundnuts), and use of better technology (fertilizers, better farming methods, etc.), irrigation and horticulture could reap more dividends. The trade, industry, tourism and fisheries sectors hold great hope for the Gambia. Of course, it goes without saying that the power sector is the "Achilles heel" of the Gambia. Without the necessary investments in this sector and other infrastructures, most of the potential indicated above cannot be realized. It is, therefore, very important that national capacities are developed to design and implement appropriate sectoral and subsectoral policies (including in the energy sector) that will enable the country to tap the above-mentioned potential and increase output on a sustainable basis.

12. Secondly, the Government of the Gambia subscribes to the well-accepted belief that good governance is a sine qua non for sustainable human development (SHD) and the promotion and protection of human rights, including the eradication of poverty. In this context, the development of human resources and the promotion of a participatory approach to development take centre stage in the battle against poverty.

13. UNDP intends to assist Government in promoting pro-poor policies through the second CCF, by employing the most appropriate and effective use of UNDP resources.

II. Results and lessons learned from past cooperation

14. The first CCF was formulated at a time when the Gambia had just emerged out of a transition from a military Government, following the 1994 coup, which brought about, with the exception of the United Nations system, the withdrawal of donor support to the country. Thus, the main objective of the first CCF was for UNDP, together with the other United Nations agencies, to re-engage the country in its development agenda, while at the same time rekindling the support of other donors. Although three key areas were identified as being focus areas of interventions, and the programme approach was adopted as the modus operandi, what emerged was a number of stand-alone projects, loosely clustered around the three major areas. As the Mid-term Evaluation Review rightly observes with respect to the Poverty Alleviation Programme, "UNDP's efforts in this area were not focused, but rather a basket into which a disparate number of projects were thrown that might ultimately lead to the reduction of poverty in the Gambia". As such, the individual projects were often so different from one another that their collective management and close monitoring was made extremely difficult for all concerned. This observation is true for all the three so-called "programme areas of focus". In addition, premature adoption of the national execution modality for all UNDP interventions during the first phase of the first CCF led to high overhead costs, and, due to a high rate of attrition and instability within the civil service, lack of understanding of national execution (NEX) procedures prevailed.

15. The country office was able to mobilize resources worth $500,000 from the African Development Bank and from other donors and programmes for emergency

operations, and prospects for future cooperation are bright.

A. Poverty

16. The Poverty programme interventions under the first CCF assisted in promoting participatory development through the involvement of non-governmental organizations (NGOs) and community-based organizations (CBOs). In the first phase of support, UNDP and an NGO umbrella organization, as well as CBOs in the area of sustainable livelihoods and functional literacy, signed memoranda of understanding. These successes are not only being duplicated under the second CCF Fight Against Social and Economic Exclusion Programme (FASE), but have also been adopted by United Kingdom's Department for International Development in their programme. It provided agricultural technical training and capacity building services, leading to increased production, especially in the areas of cereals, and small ruminant farming by women and small holders. This is an aspect that will be maintained under the second CCF.

17. The first CCF also provided support for the setting up of the Strategy for Poverty Alleviation Coordinating Office and the secretariat that worked on the formulation of the PRSP/SPA II process. The recruitment of a macroeconomist to work exclusively on the PRSP further strengthened the assistance to the process. At the same time, a component of the Poverty Alleviation Programme dealing with information and broadcasting registered some major success by spearheading provision of internet services in the country, through a UNDP/Government partnership. Assistance to the fight against HIV/AIDS was an integral part of the first CCF. During this period, UNDP support the increased awareness of the population of the effects of HIV/AIDS on development and led to achieving high-level political commitment to the national effort.

18. A key lesson emanating from the first CCF is the need for moderation and realism in setting the objectives and targets of a programme of this nature. The objectives were too ambitious and the targets were hazy, while at the same time the programme resources were too thinly spread.

B. Economic management

19. In the area of economic management, specific results include the capacity enhancement of the gender unit of the Management Development Institute (MDI), improvements in the areas of revenue planning and taxation at the central revenue department, the introduction of macroeconomic and financial analysis techniques and research activities in economic management at the Policy Analysis Unit, in the Office of the President, and at the Department of State for Finance and Economic Affairs. To overcome difficulties in the national execution modality, a special project was launched to enhance the capacity of beneficiary institutions to efficiently manage development projects and programmes and to ensure substantive and financial accountability.

C. Governance

20. Among others, under the first CCF, UNDP provided support to start the Decentralization and Local Government Reform Process, through the establishment of a Programme Management Unit in the Department of State for Local Government and Religious Affairs, which facilitated the elaboration of the legal and administrative policies for decentralization, including the National Governance Policy and draft Local Government and Finance and Audit Bills.

21. The secretariat of the National Governance Commission was successfully set up within the Government to guide change management towards institutional and human resource capacity-building. Among others things, capacities of institutions such as the Independent Electoral Commission, the programme management unit for the local government reform programme, the Civic Education Commission and its secretariat, the Department of State for Justice and the Judiciary were enhanced.

III. Objectives, programme areas and expected results

22. The second CCF, which is anchored on the strategic results framework formulated in 2000, will support national priority concerns in three key areas, namely: governance, poverty reduction, and economic management and private sector development. Cross-cutting issues to be addressed through and across all programmes will include gender equity, advocacy, resource mobilization, partnerships, aid coordination, HIV/AIDS and the environment.

A. Governance

23. Under the thematic area of governance, the main objective of UNDP is to promote broad-based participation in policy dialogue, the empowerment of people and increased accountability, transparency and responsiveness on the part of the governing institutions. Within the area of governance, UNDP will address the following issues:

24. *Civic education.* Under this component, UNDP will assist in the creation of an enabling environment for SHD through the promotion of the integration of civic education into the political and development environment, to enhance public awareness as well as the integration of civic education in schools curriculum. The expected results of this component include: the institutionalization of a civic education programme and an enlightened citizenry (mature and tolerant).

25. *Reform of the legal and judicial processes.* The goal of this component is to strengthen the capacity of key governance institutions, particularly the legal and judicial systems, in order to promote the administration of and access to justice, with fairness and efficiency as the guiding principles. The expected results are: the Register General's Department restructured and turned into a business-oriented centre; improved mechanisms for revising laws; computerized caseload management and increased access to internet legal services.

26. *Strengthening of parliamentary structures.* Under this component, UNDP will strengthen the institutional capacity of parliamentary structures, systems and processes, the main objective being to increase the effectiveness of Parliament to perform its legislative and oversight functions. The intended results are: an effective reporting system put in place in the National Assembly; the clearance of many years of backlog and the production of written records of the parliamentary database after each sitting of the National Assembly; and a capacity-building plan for the National Assembly produced based on a thorough needs assessment.

27. *National Governance Secretariat.* The objective here is to establish an oversight institution for monitoring of the activities and progress of governance institutions, as required in the National Governance Programme (NGP), and to coordinate donor assistance in the governance subsector. Under this component, the expected results are: a fully equipped and operationalized National Governance Secretariat (NGS); procedures for NGS operation and/or support to National Governance Commission as well as the establishment of a fully functional system for services to collaborators; and an institutional framework and the required human resources put in place within the Policy Analysis Unit at the Office of the President.

28. *Local government reform and decentralization.* This component will endeavour to enhance the involvement of local authorities and communities in rural and urban areas in the planning and management of development activities, including the provision of public services. The expected results include: the finalization of the administrative and financial framework for decentralization and enhanced capacity-building in participatory planning for local government, through identification of rural/urban target groups and institutions, the conduct of Participatory Rural Appraisals, the establishment of multidisciplinary facilitation teams (MDFTs) and completion of MDFT manual.

B. Poverty

29. UNDP assistance in the first CCF underwent a strategy shift from the implementation of a number of

isolated poverty interventions to an integrated FASE programme. The UNDP policy framework for the National Poverty Alleviation Programme is based on a review of the current mandated thematic focus of UNDP development activities in support of the principles of promoting SHD and the commitments made at the World Summit for Social Development, held in Copenhagen, in 1995, where Governments pledged to formulate or strengthen national policies and strategies geared towards substantially reducing overall poverty, and to formulate, strengthen and implement national poverty eradication plans to address the structural causes of poverty.

30. The present programme places renewed emphasis on fostering a participatory approach and community-based involvement in the socio-economic local development process. The programme will focus on the following areas:

31. *Development and implementation of macro and poverty reduction policies and strategies.* The objective of this component is to facilitate the effective assessment of the impact of macroeconomic policies on human and income poverty. The expected results will include assistance to the PRSP (SPA II) formulation process; capacity-building in relevant key institutions through effective human resources development, to ensure the formulation, analysis, implementation and monitoring of pro-poor policies, and the establishment of a national forum, including civil society and the private sector, to facilitate policy dialogue. Promotion of gender balanced policies and an enabling environment for informal sector, pro-poor trade, employment policy, and microfinance and small-scale enterprise development assistance will also form part of the major objectives. Assistance to the Public Expenditure Review process ensures that budgeting allocations to priority sectors will be better targeted. The Strategy for Poverty Alleviation Coordinating Office will be assisted in conducting regular monitoring and assessment of Poverty Alleviation Programmes, and participatory processes will be institutionalized within programmes to ensure synergy among National Poverty Alleviation Programme activities and the direct contribution of all key stakeholders.

32. *Monitoring of poverty and inequality.* The focus here will be to garner an acceptance and use of survey and participatory methodologies for planning, implementation and monitoring anti-poverty policies and programmes. The expected results will include the following: the creation and biennial updating of a database on poverty through household surveys; the launch and wide dissemination of a nationally produced household poverty report; the production, launch and dissemination of a national human development report; and the conduct and dissemination of the results of poverty reduction interventions with key target groups.

33. *Access to productive resources and assets.* The main objective here is to improve the socio-economic status of poor people, targeting women and youth (groups and individuals), while ensuring a participatory planning approach and improved management of development activities. The expected results, will include: the empowerment of women, organized into *kafos*, in order to allow them to be able to analyse their own situations, to identify their priority needs and to seek effective technical and financial solutions to their problems; the empowerment of individual micro- and small-scale entrepreneurs in order to enable them to analyse their own situations, to identify their priority needs and to seek effective technical and financial solutions to their problems. The capacities of public, private and civil society institutions, which will support increased savings mobilization, capital formation, access to finance and provision of efficient technical assistance will also be strengthened. At the same time, to reinforce the synergy between the poverty-related development programmes and to respond adequately to the needs of the target groups, national capacity to formulate national policies and strategies geared towards reducing income poverty will be enhanced.

34. HIV/AIDS poses a serious threat to the youth in the Gambia. A sentinel surveillance system has recently been put in place, monitoring HIV prevalence rates. The preliminary results of the study clearly revealed that HIV-1 prevalence has increased by more than a 100 per cent over the past 5 years, from 0.67 in 1995 to 1.5 per cent in 2000. The prevalence of HIV/AIDS is far below that in southern Africa,

however, available information indicates that HIV infection has risen from 2.2 per cent of the population in 1991 to 4 per cent in 2000. Strategies to address this are being developed under UNDAF. UNDP and the United Nations system, through the Joint United Nations Programme on HIV/AIDS, will assist the country in its efforts to combat the problem through the HIV/AIDS Rapid Response Programme, in partnership with the World Bank, which, in November 2000, approved a $15 million credit for the Gambia to be implemented over 5 years. Under these interventions, it is expected that awareness of HIV prevention and control among commercial sex workers and youth will be enhanced. At the same time, sentinel surveillance of prenatal women will be conducted and assistance will be provided for the production of a country paper on HIV/AIDS for the Africa Development Forum. UNDP assistance will also be provided in developing a monitoring system on the impact of HIV/AIDS in the country.

C. Economic management and private sector development

35. The need for improved economic management has been well recognized in past UNDP assistance to the Gambia, through the Economic Management Capacity-Building Programme. Under the second CCF, UNDP will endeavour to advocate for policy review and formulation, to create the right environment for SHD. While efforts to strengthen government capacities will continue in a more strategic manner, promotion of a conducive environment for private sector development will take centre stage. The programme will focus on two key areas: strengthening capacities for economic management in key government institutions, and promoting a sound regulatory framework, for supporting institutions that promote the private sector. The target institutions will include the Departments of State for Finance and Economic Affairs; Trade, Industry and Employment; the Policy Analysis Unit, Planning Units of key Departments of State such as the Agriculture and Tourism, and the Chamber of Commerce and Industry.

36. The objectives will include the generation of timely and quality data by the National Statistical Offices and relevant parties, for policy analysis, planning and monitoring and evaluation. Assistance will be provided to the Department of State for Finance and Economic Affairs in reviewing the various trade, fiscal and other policies, to put them in line with the objectives of private sector development. The Chamber of Commerce and Industry will be strengthened, to enable it to provide the necessary information to its membership so that they may take full advantage of globalization and trade liberalization.

37. As part of its mandate, UNDP will continue to assist Government in resource mobilization and coordination. On account of dwindling aid flows, UNDP, in collaboration with other development partners, will assist Government in creating the enabling environment for attracting foreign direct investment. These will include enhancing capacity in the implementation of World Trade Organization regulations and requisite policies and instruments such as the Investment Code and Industrial Policy. The Resident Coordinator system will be strengthened to assist in mobilizing resources, not only from bilateral and multilateral sources, but also from the private sector.

38. The expected results include the establishment and operationalization of a national forum for policy dialogue to facilitate private sector development and the development of national capacities for analysis and monitoring of the impact of macro-level policies on poverty reduction and private sector development, through enhanced capacity of such key economic institutions as the Policy Analysis Unit and Department of State for Finance and Economic Affairs, to produce research papers and quarterly briefings on economic development, poverty and private sector development. Other institutions targeted in this area include the Department of State for Trade, Industry and Employment, the Central Statistics Department, MDI and the Chamber of Commerce.

D. Cross-cutting issues

39. *Advocacy.* Advocacy activities will be undertaken in creating awareness of and mobilizing support for UNDP programmes. To this end, information, education and communication activities will be

undertaken to sensitize both national and international stakeholders about the potential impact of UNDP interventions.

40. *Partnership.* During the implementation of the second CCF, UNDP will forge strategic alliances with other development partners to avoid duplication of efforts and activities and waste of resources. Such partnerships will also ensure that programmes are consistent with the development objectives of the Gambia, while simultaneously facilitating resource mobilization. In the context of UNDAF, UNDP will work closely with other resident United Nations agencies, including the Food and Agriculture Organization of the United Nations, the United Nations Children's Fund, the World Food Programme, the World Health Organization and the United Nations Population Fund, to address such issues as poverty and HIV/AIDS.

41. *Gender equity.* UNDP will continue to engender all its programme components in light of the National Women's Policy formulated and approved in 1999. Owing to the fact that women constitute 51 per cent of the population and comprise 70 per cent of the unskilled labour force, all of the programmes will seek to increase the choices and options for women and discourage the patriarchal system of male dominance in decision-making. The poverty programme will, for example, seek to engage women in income-generating activities and reduce the drudgery associated with household choirs.

42. *Environment.* Environmental activities will include annual environmental schemes competition, training and sensitization of selected institutions and communities and the adoption of more modern and environmentally friendly methods.

IV. Management arrangements

43. The management arrangements for the second CCF aim primarily at strengthening national management capacity and promoting ownership of programmes. NEX will continue to be the preferred modality and it will be expanded based on the concrete achievements of the administrative and operational services-funded capacity-building for NEX project. Under the NEX project, the capacities of the Office of the President, UNDP and the National Audit Office have been strengthened to provide direct administrative and programme management support to project implementing agencies and the UNDP country office.

44. The comparative advantage of United Nations specialized agencies will be exploited through Cooperating Agency Agreements to assist in programme formulation and management. A Transfer of Knowledge through Expatriate Nationals mechanism will be established to support government and private institutions in the areas of information technology and new business development. The technical cooperation among developing countries modality will be promoted to expose the Government and civil society organizations (CSOs) involved with implementation of the second CCF to the documentation of best practices and exchange of ideas and experiences. The use of international and national United Nations Volunteers will continue to be practiced to complement government and CSO capacities in the implementation of the projects and programmes.

45. The capacities of MDI, the Rural Development Institute, the University of The Gambia, the emerging Economic and Social Research Institute, CSOs, CBOs and private sector agencies will be assessed and strengthened to enable them contribute towards improving programme delivery.

46. The Policy Analysis Unit at the Office of the President will be responsible for the overall review, monitoring and evaluation of the programmes. The links already established between the Policy Analysis Unit and the Programme Evaluation and Monitoring Unit of the Department of State for Finance and Economic Affairs will be strengthened further, to ensure regular review of monitoring and evaluation reports and prompt executive action to remedy implementation constraints.

47. All disbursement of funds by UNDP, progress and financial reporting by programme coordinators and

auditing by the National Audit Office will be carried out in accordance with the rules and procedures contained in the national execution guidelines, now under finalization. In addition, in order to increase visibility and promote transparency and accountability, both the stakeholders and the public and private media will be encouraged to participate in the formal assessment of the progress of programme implementation, covering impact and sustainability.

48. In order to ensure that the objectives and programme areas contained in the second CCF remain relevant to national needs and development priorities, it will be subject to annual stakeholder reviews. An in-depth evaluation of the second CCF will be conducted after two years of implementation.

Annex

Resource mobilization target table for the Gambia (2002-2006)

Source	*Amount (In thousands of United States dollars)*	*Comments*
UNDP regular resources		
Estimated carry-over	800	Includes carry-over of TRAC 1, TRAC 2 and he earlier AOS balance.
TRAC 1.1.1	3 444	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
SPPD/STS	568	
Subtotal	**4 812**[a]	
UNDP other resources		
Government cost-sharing	500	Indicative.
Third-party cost-sharing	2 000	Country office plans to mobilize at least $500 000.
Funds, trust funds and other	950	
Of which:		
Capacity 21	400	
GEF	100	
UNV	350	
UNSO	100	
Subtotal	**3 450**	
Grand total	**8 262**[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: AOS = administrative and operational services; GEF = Global Environment Facility; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core; UNSO = Office to Combat Desertification and Drought; and UNV = United Nations Volunteers programme.